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DIA

DIRECTORATE FOR HUMAN RESOURCES (RHR)

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1. (U) Basic Mission, Products, and Services

from March #27 submission

a. The mission of the Directorate for Human Resources (RHR) is to:

— Exercise overall staff responsibility for all aspects of manpower resource management and organizational functional analysis of DIA.

— Direct the development and implementation of DIA policies, procedures, and programs for the personnel management of military and civilian members.

— Procure high quality civilian and military (active duty and reserve) personnel to be assigned to DIA.

— Plan and development of the Agency's career development program.

b. The Directorate's mission falls into five major product categories:

— Military personnel management.

— Civilian personnel recruitment/staffing.

— Civilian personnel services and employee relations.

— Manpower and position management.

— Policy, program, and evaluation.

2. (U) Near-Term and Mid-Term Objectives:

a. Future plans associated with the recruitment/staffing function are necessarily predicated on the Agency's prompt realization that more professional entry-level recruitment is a must for the future.

b. Implementation of DIA personnel legislation opened doors for streamlined recordkeeping and departures from standard OPM procedures. For example, DIA will group occupations in a manner more tied to the intelligence cycle rather than use sometimes artificial OPM definitions and classes. Position classification has been replaced by true position management with more control by line managers of their personnel resources and allocation.

c. Automation will increase to create a virtually paperless personnel system.

3. (U) Organizational Relationship Changes:

a. The DIA Human Resources Directorate will continue to be a service organization. However, directorate level management will increasingly have day-to-day personnel management authorities with appropriate tools, procedures, and staff officers to exercise them.

b. RHR will be the hub of the supporting information network and the Agency personnel manager. Human resources administration will require fewer senior expert specialists and a staff of technicians with computers to record, track, and report on a wide-range of resource information required by line management. Due to automation, there will be a reduced need for traditional "personnel shops." There will be a continued major emphasis on "people" management, career planning, counseling, performance appraisal, and training/development within the framework of the overall personnel system.

c. In tandem, RHR sees a more horizontal organizational structure crossing the Defense Intelligence Community. This will replace the individual personnel hierarchies DIA has today. Initially, there will be functional consolidation of civilian intelligence personnel management. This will be followed by creation of true joint military personnel management for all joint specialties like intelligence. This corporate strategy is already evolving with civilians under the FY 1987 Intelligence Authorization Act and with military personnel under the DoD Reorganization Act of 1986.

d. Title IV of the DoD Reorganization Act of 1986 will have significant impact on officer personnel management in the management of specialty officers, promotion of joint officers, education and training, length of duty assignments, general and flag officer management, as well as increased reporting requirements to Congress. Whereas DIA's basic relationships with the Joint Staff will not significantly change, Title IV of the Act will require RHR to work much closer with the Service Military Personnel Centers to ensure equitable distribution of the limited Joint Specialty assets monitoring promotions and ensuring compliance with DIA's tour length restrictions. The reporting requirement procedures have yet to be determined, but may require coordination with both the Joint Staff and OSD.

4. (U) Major System Development Programs:

RHR ADP System—To tie RHR to administrative elements; permit management greater access to its personnel information.

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DEFENSE INTELLIGENCE AGENCY
WASHINGTON, D.C. 20340-0001

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TO:

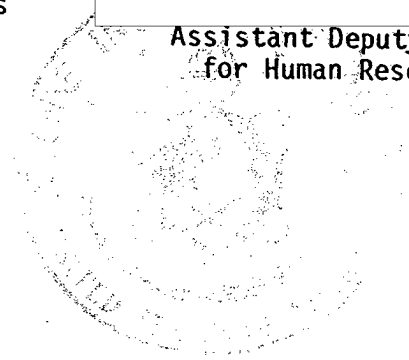
SUBJECT: NAPA Workplan for the Study of Intelligence
Personnel Systems

Enclosed is the Defense Intelligence Agency's response
on Task III-Workforce of the future.

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1 Enclosure a/s

Assistant Deputy Director
for Human Resources



DEFENSE INTELLIGENCE AGENCY (DIA) WORKFORCE OF THE FUTURE

The future of DIA's human resources structure will depend greatly on the interplay of demographic, economic, social, and technological factors. New jobs may emerge as a result of new technologies, others may disappear; and in many cases, the work may change based on these outside influences.

Changes in the size and characteristics of the population cause changes in the amount and type of goods and services needed. These changes alter the size and characteristics of the labor force. Three major factors that may impact include (1) Labor force growth, (2) Shifts in age structure, and (3) Geographic changes.

After World War II the population of the United States increased rapidly and then in the 1960's it dropped sharply and has remained low. The slow growth will continue and the population should reach 260 million by 1995. The slow growth will put more pressure on the DIA to be more competitive with the private sector for an increasingly smaller work force.

As the age structure of the work force shifts, the job market will be directly affected. During the 1970's a large number of the post WWII "baby boomers" entered the job market and competed for a limited number of entry level positions. This generation will again affect the job market when the baby boomers have children of their own who will enter the workforce in the early 21st century.

By 1995, the number of 16-24 year olds will decline which may ease competition among applicants for entry level positions, but it will become more difficult to find young workers to enter the workforce. This could significantly impact on the recruitment of young men and women for the Armed Forces, as well as entry level positions.

The number of 25-54 year olds will increase to almost 3/4 of the labor force by 1995. There should be higher productivity based on their experience and the workforce will be more experienced and stable.

Conversely, the number of 55-65 year olds will decline and there will be fewer people of retirement age.

The geographic shifts in the population will alter the demand for and supply of workers in local job markets. Although population growth varies, the overall movement of the US population will be to the SOUTH and WEST.

The population of Northeast region will decline and will have the oldest age distribution with about 15% will be 65 years or older.

The population of the West will increase about 45% between 1980 and 2000 and will have the youngest age distribution. About 22% will be under 15 years old and 45% between the ages of 15 and 44.

The South will increase its population by about 31% with no significant change in age distribution.

In the Midwest, the population will increase slightly with no significant change in age distribution.

Although geographic shifts affect the supply and demand for workers, it does not necessarily mean that these places would offer the best job opportunities.

Economic factors impact significantly on our approach to human resources management. These factors are also the most difficult to project and are often influenced by the fiscal policies of the Federal Government, monetary policies of the Federal Reserve Board, level of imports, and availability of energy.

The following occupations reflect the potential shift in human resource management direction in the 1990s. Agencies may restructured their hiring programs to reflect these potential trends.

OCCUPATIONS

PHOTOGRAPHER, PHOTO
PROCESSOR, PRINTING
AND INFO SERVICES

LITHOGRAPHIC

COMPUTER AND PERIPHERAL
EQUIPMENT OPERATORS,
COMPUTER ANALYST AND
PROGRAMMERS

ELECTRONIC EQUIPMENT
INSTALLERS/REPAIRERS

ADMINISTRATIVE SUPPORT,
INCLUDING CLERICAL
SECRETARIAL

GROWTH RATES

Will increase faster than average
through the 1990's and then slow
due to rapid technological advances

Average rate of growth

Much faster than average through
the 1990's

Average - Electronic equipment
used in national defense will
greatly stimulate demand for
skilled workers

Slow - due to spread of automation

The education levels and the number of women and minorities in the workforce will also affect DIA's future. The percentage of the workforce with college background will continue to increase significantly. Specifically, the percentage of women going to college is now 40% compared to 21% in the late 50's. This trend will continue to grow. As the number of women going to college increased, the employment of college graduates grew 127% between 1970 and 1984.

However, the proportion of these employees in professional, technical, and managerial occupations declined because these occupations did not expand rapidly enough to absorb the growing supply of graduates. Therefore, one out of five college graduates between 1970-1984 took a job not requiring college

degree. Though this oversupply will continue through the 1990's, degrees will still be needed for most high-paying, high status jobs.

As the number of women going to college and the employment of college graduates increased, it is anticipated that by 1995 3/5 of the workforce will be women. As women begin to gain in the workforce, Hispanics, blacks, and other minorities will contribute a large share of the expansion.

Technological advances will affect the dynamics of the workforce. The increased use of word processing equipment will mean little or no growth of typists. While new technology will mean increased employment of engineers, technicians, computer specialists, and repairers. Technology will also increase the amount of goods and services each worker can produce.

DIA's awareness of these changes will positively affect the agency's ability to attract and retain highly qualified employees in the 1990's and beyond. Changes that the DIA is contemplating or will implement are:

- o Emphasize entry level hiring.
- o Broaden the experience of existing workforce through career development/training opportunities.
- o Take advantage of office automation and training for personnel.
- o Continue special pay rates for high-demand occupations.
- o Advanced hiring rates.
- o Targeted recruitment.
- o Special work-study programs (COE).
- o Recruitment efforts to reflect educational changes.
- o Recruitment efforts to stay abreast of technological advances.
- o Invest in technologies that enhance productivity.